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CGIAR Consortium Report to FC12

Submitted by:
Consortium Office

CGIAR Consortium Report to FC12 Brussels, November 2014

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Summary

This update on the implementation of the Consortium's 2014 program of work and budget has three sections:

1. A bullet-form overview of activities and outputs; and
2. An update on progress on the implementation of the overall 2014 POWB, with an assessment of expected 2014 outputs, in Table 1.
3. An assessment of 2014 forecast expenditures against budget – which concludes that the Consortium will likely exceed its approved budget by about \$563 thousand.

The development of the new SRF and associated Resource Mobilization Strategy and the Mid-Term Review of the Reform have been the key focus areas. In May there was a workshop focused on the SRF at the Fund Council meeting in Mexico, subsequent to which the Consortium developed a zero-draft for the new SRF. In June the Centers met to discuss the SRF in Montpellier and the MTR panel met in London in July. This was followed by a meeting of the FC members and the SRF Reference Group in Washington DC, in August.

Internally for the Consortium, the highlight was that on June 2nd the new HQ building was inaugurated by the Consortium Board Chair, the French Minister for Agriculture and the President of the Languedoc-Roussillon Region. The two laws related to the Consortium (i.e. its Establishment Agreement and its HQ Agreement) were passed by the French parliament just before this date, and the host country agreement of the Consortium in France formally became effective on July 31. A number of projects to separate the Consortium from Bioversity are underway. A key project is the participation of the Consortium in the CGIAR ERP system, the One Corporate System, or OCS, which went live for the Consortium on August 1. The second major project implemented in 2014 is the development of the Consortium's own human resources framework, which will take effect on January 1, 2015.

While the SRF, MTR and new HQ building dominated much of the conversation related to the Consortium during this period, there have also been many other projects on-going. The most significant among these are:

- Reporting over 2013: CRP Portfolio Report, Consortium Annual Financial Statements; consolidated CGIAR Financial Report; the Intellectual Asset Report; and the overall CGIAR Annual Report.
- CRP 2014 programs of work and budget.
- CRP Extension Proposals for 2015-16.

This is also the year in which the Consortium's external communication efforts have been significantly ramped up, with the CEO and Chief Science Officer representing the CGIAR externally. A major achievement was the organization of the first CGIAR Development Dialogues Day on September 25th in New York, which was hailed as a success. There were about 300 participants, including Ministers from Nigeria, Uganda, Peru, the AU's High-Commissioner for the Rural Economy and Agriculture, the IFAD President and the Chairs of the IPCC and CFS (more information on the event's site, [here](#)). The Fund Office also organized a special event for funders, just ahead of the Dialogues, from 8–10 am, with updates on the SRF and Resource Mobilization plan – and views from key donors (USAID, Japan and WorldBank).

Activities in the May – September 2014 Period

CEO's Office

- hosted GFAR Steering Committee meeting, April 7-11, Montpellier.
- organized SRF workshop with Center and CRP leadership on June 3-4, Montpellier.
- organized CRP leader workshop during June 5-7.
- organized meeting of CRPs with French partners, June 8, Montpellier.
- CEO attended 2nd Biofortification Summit, March 31-April 2, Kigali, Uganda.
- CEO participated at the UN General Assembly's Technology Facilitation dialogue, April 28-30, New York.
- CEO participated in Stockholm Food Forum, May 26-28, Stockholm.
- CEO participated in EAIARD meeting, June 23, Brussels.
- CEO attended the UN's Climate Summit, and Private Sector Forum, September 23, New York.
- Led the development of the new Consortium "One Staff" HR initiative (Personnel Policy Manual, competency model, job valuation model, job descriptions and salary scales).
- Completed first Gender Performance Report and developed draft Diversity and Inclusion Strategy.
- Completed, with ISPC and FO, the Common Survey of System Units Performance for Score Card Reporting.
- Recruited and Hired Senior Advisor Capacity Development and Partnerships – Seconded by French Government.
- Planned and hosted Capacity Development Community of Practice Annual Meeting.
- Planned and managed the Latin American and Caribbean Regional Consultation on Sustainable Agricultural Intensification.
- Met with Ambassador Tubiana, who heads the French CoP21 team that will prepare the Paris Treaty on CGIAR / CCAFS contributions to the process.

Knowledge Management

- Conducted Open Access Leaders strategy workshop at CIMMYT.
- Conducted annual Knowledge Management Leaders meeting at CIP.
- Provided Open Access briefings and strategy sessions at CIMMYT and CIAT.

- Revised and resubmitted Open Access proposal and supporting documentation to Fund Office for discussion with Fund Council Open Access Proposal Working Group.
- Developed Open Access and Data Management Implementation Guidelines through consultative process.
- Developed comprehensive Open Access Implementation Roadmap.
- Began work on Open Access Implementation Support Pack.
- Began work on CGIAR Collaboration Platform, based on Office 365; piloted the platform with one Center (IFPRI), one CRP (CCAFS), and the Consortium Office.
- Helped plan, and presented at, Global Open Data for Agriculture and Nutrition (GODAN) initiative planning meeting at FAO; invited to be part of Executive Board of GODAN; started planning first public GODAN event (February 2015).
- Continued to contribute to Design of African Agriculture Technology Platform (AATP), including leading meetings with SROs; developed proposal for the AATP Virtual Information Platform (VIP).

Communications

- Led the planning, coordination, and execution of the inaugural CGIAR Development Dialogues in New York City, September 25, 2014.
- Helped plan and lead launch of Global Alliance on Climate Smart Agriculture (GACSA) event in New York City, September 24, 2014.
- Worked with Fund Office to coordinate and produce 2014 CGIAR Annual Report; theme is Climate-Smart Agriculture.
- Planned and hosted 2014 Annual Heads of Communication Community of Practice meeting.
- Helped plan and produce CGIAR Headquarters Inauguration Event.
- Produced new CGIAR video for release at Inauguration Event.
- Provided editing and professional layout for 2013 Finance Report, Portfolio Report, and Intellectual Assets Report.
- Led the process to update the CGIAR Branding Guidelines through Branding Working Group.
- Facilitated development of Consortium Biotechnology/GMOs position.
- Continued to support Consortium presence at several other major events.
- Developed a set of new base materials for conferences and events.
- Continued to increase activity and followers on social media and cgiar.org website.
- Supported Fund Office to move their web presence onto CGIAR.org.
- Contributed to development of CGIAR Style Guide (with WorldFish).
- Recruited and hired 2014/2015 Communications Fellow.

Information Technology (IT)

- Planned and conducted ICT Managers CoP Annual Meeting.
- Worked with ICT Managers across Consortium to clean up Active Directory records.
- Began implementing Consortium ICT Strategy, in collaboration with ICT Managers.



- Piloted Office 365 with the Consortium, IFPRI, and CCAFS.
- Moved Consortium onto Office 365.
- Provided mechanism to license all Consortium staff with CGIAR.org addresses.
- Started planning and developing new Consortium intranet.
- Starting planning and developing infrastructure for Consortium-wide collaboration platform (one.cgiar.org).
- Continued to lead ICT Leaders Community of Practice (CoP).
- Recruited and hired the ICT Fellow.
- Helped negotiate renewal of Consortium-wide “Core Contract” for ICT services.
- Provided all infrastructure support for moving into new CGIAR HQ building.
- Provided support to Open Access team on planning and development for standards and platforms.

Legal

- Reviewed all Center Intellectual Assets (IA) reports for 2013.
- Planned and participated in a 3-day meeting with the Fund Council IP Group to discuss Center IA Reports.
- Prepared the 2nd CGIAR IA Report for 2013 (in consultation with the Centers and the FC IP Group).
- Oversaw implementation of the CGIAR IA Principles, including monitoring and aggregating Center public disclosures regarding their Limited Exclusivity Agreements and Restricted Use Agreements; responded to Center questions regarding implementation.
- Organized and facilitated the annual meeting of the CGIAR Legal IP Network (3 ½ day meeting at CIMMYT HQ 1-4 July 2014; a total of 32 participants, including representatives from 14 Centers and 11 participants from outside the network).
- Coordinated and supported the CGIAR Legal IP Network: organized five IP online training sessions, provided monthly legal/IP updates, maintained the intranet and responded to many questions on the CGIAR IA Principles and other legal documents.
- Worked on the development of the IP section of the Guidance for CRP 2nd call document.
- In consultation with Centers and the FC IP Group, developed a joint report for the biennial review of the CGIAR IA Principles (i.e. an appraisal on the progress of implementing the IA Principles during the first two reporting cycles in light of experiences gained).
- Organized mechanisms to collect and analyze data and issues regarding the implementation of the CGIAR IA Principles to inform a future evidence-based review.
- Prepared the legal separation from Bioversity (transfer of contracts, recognition of the ILO Tribunal Administrative Jurisdiction, request to FC to terminate MOU with Bioversity and transfer funding agreements to the Consortium, review of the proposed Consortium Personnel Policy Manual, etc.).
- Provided legal counsel on governance and supported governance mechanisms: supported the GRCC and PoCCo, started reviewing the Consortium Certifications Framework (in progress).
- Provided legal advice on a variety of in-house issues (status of the Consortium, HR issues, etc.).



- Drafted a number of agreements (CPA and PIA amendments for the 6-month extensions of 3 CRPs, collaboration, HR, etc.).
- Compiled a matrix of Centers' legal status and Center Host Country Agreements; started preparing a model Consortium Host Country Agreement (in progress).

Shared Services

- Planned and conducted the Staff Security Initiative (SSI) meeting in Nairobi (Feb 26-28) and coordinated the group's action items towards ensuring a consortium-wide Staff Security Management System is in place.
- Developed a Country-level Security Plan for Uganda (which can be replicated to other countries).
- Coordinated Ebola-crisis information sharing across Centers.
- Coordinated negotiation of shared agreements on behalf of Consortium members for GIS (Esri, Envi), ICT (CGNET, BlueJeans, WinZip) and Libraries for a value of approximately USD 1.2M.
- Explored efficiencies in Procurement through potential agreements with LINGO (Learning portal for NGOs), Key Travel (Travel management services) and IBM/DanOffice IT (IT goods and services).
- Enrolled CGIAR member Centers with InsideNGO, the largest association of International NGOs for operational excellence, which paved the way for ICRAF to receive the 'operational excellence' award in July 2014.
- Started planning how to extend the Carbon Neutrality initiative started by ICRAF to all member Centers.
- Provided mechanism for CGIAR Consortium members to access the UN Global Marketplace.
- Started planning the support for some member Centers in regards to taxation issues of national staff hired with international contracts.
- Started planning the development of a Consortium-wide induction program requested by the HR community.
- Delivered on-demand services to Centers: CGXchange (consortium-wide collaboration tool), Web revamp (IITA) and Information management support (WORLD FISH-AAS).
- Organized a cost-recovered Technical Online coordinators training for September with 20 participants from member Centers and partners.
- Developed with Centers a preliminary Shared Services Investment Plan.

Science

- Led the preparation of the draft Strategy and Results Framework.
- Commissioned Elsevier to conduct a bibliometric analysis of Centres and CRPs research outputs and collaboration.
- Produced a 'most proud of' document for MTR highlighting significant success stories.
- Participated in Research Opportunities workshop in Oxford in May as part of the MTR.

- Presented SRF to MTR in July meeting of panel, London.
- Science presentations given at Borlaug Centenary celebrations, Mexico, and to CIAT's science week.
- Reviewed the 16 CRP Programs of Work and Budget for 2014, commented and reviewed the re-submissions.
- Reviewed 16 CRP Annual Reports over 2013 and prepared Annual Report for CRP portfolio.
- Reviewed 15 CRP extension proposals.

Finance and Corporate Services

- Contributed to the human resources framework for the Consortium, the "One Staff Policy", comprising of a Personnel Policies Manual, job evaluation and a unified salary structure.
- Led the first preparation of system-wide harmonised financial reports.
- Provided support to the Audit and Risk Committee.
- Successfully implemented OCS at the Consortium.
- Brought forward the publication of the Financial Report from September to July, much closer to the June target.
- Chaired the Corporate Services Executives' meeting in Montpellier, in June.
- Hosted the Human Resources Community of Practice meetings, in June.
- The new Director of Finance and Corporate Services assumed duty in July.
- Recruited a new Finance Fellow, from ICRAF, to replace the inaugural Finance Fellow who will return to CIAT at the end of her term.

Assessment of Progress to Date in the Implementation of the 2014 POWB

In the Annex below we have attempted to show whether planned projects and their outputs (as foreseen in the 2014 POWB) are on track, delayed but progressing well, or not on track – in the first 2 columns of the table. We have added a third column that shows comments where appropriate (with an indication whether deliverables are already complete as of September, or still in process and to be completed by December 2014).

On the whole, an assessment of progress shows that there is much more of the work plan that is either delayed or not on track than in 2013 at this point in time. At the same time we recognize that significantly more additional work has come onto the agenda of the Consortium that was not foreseen in September 2013, when the 2014 POWB was approved. Specifically, the FC meeting in November decided that the MTR should be fast-tracked in 2014; requested the Consortium to undertake significant additional work related to gender and diversity in the workplace, and develop (what has become) a Consortium Diversity and Inclusion Strategy; and decided to synchronize and extend the CRP portfolio for two years, 2015-16. This Extension Proposal process is a critical opportunity to "refresh" the portfolio and prepare for the second call. In addition, the SRF update as foreseen in the SRF Action Plan has, in 2014, transformed into a major exercise, a full-blown new SRF (and associated Resource Mobilization Strategy). In addition there were also several areas of work that came up during the year from among the Consortium and its

members, notably the organization of a first/inaugural CGIAR signature event, the CGIAR Development Dialogues that took place in New York on September 25; and significant additional work related to shared services – both on “staff-security” related issues, a rapidly rising concern on our list of “business risks” and the initiative to develop a business case for large-scale efficiencies - Thinking Like a Billion \$ Organization.

A list of the work of the Consortium that was not foreseen in the 2014 POWB – or not foreseen to be as significant as it has become (such as the SRF) is as follows:

- Leadership and execution on the development of the new SRF – including organization of workshops in Wageningen (February), Cambridge (May) and Montpellier (June) and co-organisation of / participation in other meetings in Mexico City, Oxford and Washington DC, development of ideas and drafting/compiling/editing of several versions of the main document.
- Leadership on organization of the inaugural CGIAR Development Dialogues, 25 September, New York – the key activity for the CO Comms team in 2014;
- Review of CGIAR IA Principles - an activity overlooked in the 2014 planning that was foreseen in the CGIAR IA Principles and has been taken on by the legal team;
- Development of the Consortium Diversity and Inclusion Strategy – an initiative directly requested by the FC in November 2013 and implemented by the Consortium;
- Leadership on a new “Staff Security initiative”, in response to growing insecurity in many of the locations the CGIAR works in, that included establishment of a new community of practice, development of an overarching security accountability framework, development of a Staff Security Management System for the Consortium and development of a country-based, cross-Center security plan for Uganda;
- Leadership (through guidance notes), and management, of the Extension Proposal review process; and
- Engagement with MTR: preparation of several working papers and materials for the panel.
- Commissioning of a Bibliometric Analysis of the CGIAR, Centers and CRPs.

Assessment of the Status of the Consortium

The Consortium has de-facto operated as a start-up organization. Its staff was incomplete, many of its activities were undertaken “for the first time”, it did not have its own office/building but was physically hosted by Agropolis, and depended on the functions and processes of its CGIAR host-organization, Bioversity. Symbolically on June 2nd, when the new HQ building was inaugurated, we can consider the start-up phase completed. The Consortium team has been fortified; the Consortium has its own building; its own host-country agreement; has implemented OCS; has developed its own HR system and is generally ready and able to function as a “free-standing” organization rather than a hosted one.

This is therefore a good moment to assess the Consortium’s readiness to carry out its key roles and responsibilities as laid out in its Constitution. Notwithstanding that the MTR is about to present its conclusions, which may change the assessment below, but for the current constellation of the CGIAR system, and the role of the Consortium in it, our assessment is that:

- In agreement with both the first and second phase external review of CGIAR governance, we believe that the Consortium is a lynchpin in the implementation of the reform – and its capacity limitations in terms of staff and resources are a critical risk to “bedding down” the reform;
- the 30-strong CO team is effectively undertaking a very large number of tasks, as documented in this and previous reports, but while the team is hard-working, it is also over-stretched and “thin” (meaning that most functions are undertaken by a single person), making it quite vulnerable.
- while the cap on the budget of CGIAR system entities did not affect the Consortium through 2012 (as budgets through 2012 were underspent), the 2013 budget was exhausted and the 2014 budget is hindering its activities and ability to perform optimally.

We note that in their response to the MTR, Centers acknowledge the leadership role the Consortium has played in the reform by supporting the prospects of more collective action and developing plans to capture organizational benefits. The current forecast of available Window 1 and 2 resources in 2014, and therefore possibly in 2015/16, does not make it likely that resources can be found within the CGIAR Fund to enable requisite growth. It is therefore all the more imperative to reform the Consortium’s funding mode and to ensure that the Consortium’s funding is not structurally limited to what the FC can avail in terms of W1 resources.

Update on the Consortium Budget and Expenditures

The revised budget approved for the Consortium for 2014 was \$7,047,634, comprising of a core budget of \$6,647,634 and project funding of \$400,000. The project funding was initially targeted as seed capital for the open access and gender projects. However, during the course of the year, this amount was reallocated to cover the gender and diversity strategy (\$150,000) and the costs for the development of the SRF (\$250,000). No overhead for Bioversity administration charges was included in the initial budget since the need to have Bioversity as the organization’s legal and fiscal sponsor was not foreseen in September 2014. As at 31 August 2014, total recorded expenditure for the Consortium Office was \$5,516,300, representing 78% of the revised budget. Table 1 below summarizes expenditure by budget header:

Table 1: Consortium Expenditures for the 8-month period ended 31st August 2014

Budget Header	Revised 2014 Budget (\$)	Actual to 31 st August (\$)	% Spend of Actual to Revised Budget (%)
Board Fees	325,000	308,349	95%
Staff Costs	3,842,049	2,791,520	73%
Consultants	1,240,000	625,664	50%
Travel	710,000	521,502	73%
Meetings	215,000	154,091	72%
Overhead	390,585	480,715	123%
Other Operating Expenses ¹	325,000	634,459	195%
Total	7,047,634	5,516,300	78%

1. Other Operating Expenses comprises of building management expenses, stationery, utilities, temporary staff, OCS support costs and other administrative costs.

Forecast Expenditure to 31st December 2014

We forecast the actual expenditure for 2014 to exceed budget by \$563,198. The key driver of this overspend is the overhead payable to Bioversity (\$686,922). There was an expectation that the Consortium would be recognized as an international organization, by the French Government, before the end of 2013. Due to delays in this regard coupled with the fact that we are still awaiting FC due diligence requirements before we can terminate the MoU with Bioversity and take over responsibility for all contracts with the CGIAR Fund, the separation is targeted to take effect in January 2015.

The over-spend under the operating expenses originated from the fact that when the budget was prepared, the administrative expenses from moving into the new Consortium building were not easy to project and were thus not appropriately budgeted for. The Consortium is projected to spend \$135k on OCS, encompassing recurrent OSU support costs of \$115k. A third of the operating expenses, (about \$210K) comprises non-recurrent elements.

The effective overspend will be muted by concerted effort to spend less than the budgeted amount for consultants and reductions in staff travel costs where possible. Furthermore, the Consortium Board halted its practice of observing Center Board meetings temporarily, during the second half of the year.

Table 2 reflects the forecast per budget header:

Table 2: Forecast Expenditure to the year ended 31st December 2014

Budget Header	Revised 2014 Budget (\$)	Actual to 31 st August 2014 (\$)	Forecast to 31 December 2014 (\$)	Forecast Over or Under Expenditure (\$)	Forecast Over or Under Expenditure as a % of the Revised Budget (\$)
Board Fees	325,000	308,349	325,000	0	0%
Staff Costs	3,842,049	2,791,520	3,921,149	79,100	2%
Consultants	1,240,000	625,664	929,879	-310,121	-25%
Travel	710,000	521,502	723,066	13,066	2%
Meetings	215,000	154,091	200,154	-14,846	-7%
Overhead	390,585	480,715	686,922	296,337	76%
Other Operating Expenses	325,000	634,459	824,662	499,662	154%
Total	7,047,634	5,516,300	7,610,832	563,198	8%

The Consortium requests the Fund Council to approve supplementary resources to cover the projected shortfall. Table 3 gives a summary of the budget and expenditures for the years 2011 to 2013, inclusive, and a projection of the net position for 2014.

Table 3: Summary of Consortium Core Funding Results for 2011-2013

	2011 (\$'000)	2012 (\$'000)	2013 (\$'000)	Forecast for 2014 (\$'000)
Income				
Transfer from pre-reform systems operations	3,319			
CGIAR Fund – Window 1		6,151	7,130	7,048
Expenditure	(3,345)	(5,658)	(7,130)	(7,611)
Total	(116)	493	-	(563)

The deficit for 2011 was funded from the reserves from the Alliance and the surplus of \$493 thousand in 2012 was returned to the Trustee.

ANNEX: 2014 POWB Consortium (CB-CO) Priorities – projects and deliverables / outputs

Color-coding: **On-track** / **delayed but progressing well** / **not-on-track** / **not yet started**

Key projects / activities		2014 outputs / deliverables	Comments
1. Policies / Common Operating Framework (development and cyclical revision)			
Finalize Common Operational Framework <ul style="list-style-type: none"> Revising Financial Guidelines (FG): FG1, FG2 FG6 Reserves Policy Whistleblowing policy Revise Harmonized Reporting 		<ul style="list-style-type: none"> FG1, FG2, FG6 approved Common Reserves Policy approved Whistle blowing Policy approved Revised Harmonized Reporting Templates approved 	<ul style="list-style-type: none"> FG2 and FG6 Drafts ready for consultation. FG1 Draft been reviewed Whistleblowing policy de-prioritized as per PoCCo recommendation
Consortium policies (non-COF) <ul style="list-style-type: none"> Open Access Implementation Guidelines (incl. data standards) Branding Guidelines (revision) Legal requirements for use of W1 and W2 funds: Joint Agreement and Program Implementation Agreement 		<ul style="list-style-type: none"> Open Access Implementation Guidelines (incl. data standards) approved Updated Branding Guidelines approved Revised PIA approved 	<ul style="list-style-type: none"> Guidelines approved July 2014 Minor updates for clarification added, in consultation with Heads of Comms; updated Guidelines provided to CB ahead of October 2014 meeting, with memo on recommendations on how to move forward on CGIAR Brand. Decision not to revise PIA before 2nd round

Key projects / activities		2014 outputs / deliverables	Comments
2.	Core business: managing annual CRP cycle		
<ul style="list-style-type: none">All 2013 reports available earlierNew: Preliminary Finance Report (unaudited): 31 MarchFinalize SFR Management UpdateImplement the CRP Performance Management PilotsQuarterly FinPlan UpdatesCRPs employ OCS for their financial management and reportingGuidance CRP 2nd Call finalizedCRP 2nd call initiatedGender Research Action Plan		<ul style="list-style-type: none">All 2013 reports available May 31Prelim Finance Report (unaudited): available 31 MarchSRF Management Update approved3 CRPs piloting Performance ManagementQuarterly FinPlan UpdatesCRP directors able to generate monthly CRP finance updates through OCSGuidance CRP 2nd Call ApprovedCRP 2nd Call initiated and pre-proposals submitted and reviewedGender Research Action Plan approved and implementation started	<ul style="list-style-type: none">2013 Finance Report, Portfolio Report, IA Report produced in final professional layout on July 22. Annual Report delayed until September 10 2014MTR Process has changed the timeline for the SRF5 pilots underwayNo changes to FinPlan. Updated not necessaryCRP monthly reporting tool under developmentMTR Process has changed the timeline for the CRP second call

Key projects / activities	2014 outputs / deliverables	Comments
3. Shared standards / systems / services (development and service provision)		
<ul style="list-style-type: none"> OCS Implementation Implement Microsoft Office365, i.e. Office plus collaboration platform (single Consortium wide instance of Sharepoint) Integrated / coherent CRP sites 	<p>OCS is functional and serves both routine accounting for the CO and consolidated reporting requirements for the CRPs (to the degree possible given adoption timetable)</p> <ul style="list-style-type: none"> OCS live in 9 Centers plus CO 3 more centers committed to use OCS Shared OCS Support Unit Operational 5 Centers roll out Office 365 100% of CGIAR employees have access to collaboration platform 20% of CGIAR employees become 30-day active users CRP sites mapped CRP priority sites selected Integrated CRP site plans initiated 	<ul style="list-style-type: none"> Committed: IWMI, ICRISAT; CIFOR will probably commit Progress slower than expected. 3-5 Centers expected to be testing Office365 by December. Expected that all @cgiar.org addresses will be able to access home page of collaboration platform, but significant development will continue throughout 2015. CRP sites are mapped. Priority sites and integrated plans are expected as CRPs prepare proposals for second call.

<ul style="list-style-type: none"> Open Access implementation 	<ul style="list-style-type: none"> 7 CRPs and 3 Centers implement Open Access Baseline study conducted + targets established AATP developed 	<ul style="list-style-type: none"> Open Access focus changed to CRPs. Progress delayed due to funding delays. Estimate 3 CRPs and 4 Centers actively developing OA plans by December 2014. Baseline stats on # of open products may still happen in 2014. AATP delays due to funding delays.
<ul style="list-style-type: none"> Share approaches, experiences with designing and implementing research / program / multi-project management support applications, linked to other business processes (e.g. HR, Finance); bring in private sector expertise Host country agreements for CG hubs 	<ul style="list-style-type: none"> Regional ICT Unit model designed Turnover target: 3 Million USD CO Revenue target: 200,000 USD Initiate work in three countries 	<ul style="list-style-type: none"> with a projected turnover of 2 Million USD by year end and a revenue target of 200,000 USD, this item has suffered slightly by the increase in workload for shared services in other areas but still shows growth both in volume and buy-in Investment and business plan for SS ready for Board approval in October A proposed ICT Shared Services Team for CGIAR drafted <p>A collection of all existing Centers Host Country Agreements and a model Consortium Host Country Agreement has started.</p>

Key projects / activities	2014 outputs / deliverables	Comments
4. CoPs / Partner Relations (development and support)		
<ul style="list-style-type: none"> Further develop CoPs Develop CO Partnership Plan Initiate novel partnerships with BRICs GCARD3 	<ul style="list-style-type: none"> Organize 12 CoP meetings One additional system-wide HR project will be undertaken Partnership plan developed CGIAR-BRICs MoU negotiated and signed GCARD3 prepared / delivered to stakeholder satisfaction 	<ul style="list-style-type: none"> CoP meetings organized for: KM, Comms, ICT; Shared Services; CLIPNet; CSEs; CRP Directors; Staff Security; Capacity Development; HR; DGs; Diversity and Inclusion Board Chair visited EMBRAPA and LAC consultation completed GCARD3 was postponed to 2015.



<i>Key projects / activities</i>	<i>2014 outputs / deliverables</i>	<i>Comments</i>
5. Internal Consortium business		
<ul style="list-style-type: none"> Continued support for Board and Members Ensure privileges and immunities for the CGIAR Consortium Legal separation from Bioversity Administrative separation from Bioversity Move to new office. 	<ul style="list-style-type: none"> 80% Board satisfaction with CO support Privileges and Immunities granted to the CGIAR Consortium Legal separation from Bioversity completed Administrative separation from Bioversity completed Move to new building completed 	